

**REGION OF QUEENS MUNICIPALITY  
REGULAR COUNCIL  
TUESDAY, APRIL 11, 2017  
9:00 a.m.**

**PRESENT:** Mayor David Dagley, Chair  
Councillor Kevin Muise  
Councillor Heather Kelly  
Councillor Brian Fralic  
Deputy Mayor Susan MacLeod  
Councillor Jack Fancy  
Councillor Raymond Fiske  
Councillor Gilbert Johnson  
Richard MacLellan, Chief Administrative Officer  
Jennifer Keating-Hubley, Director of Finance  
Christine Watson, Recording / Management Secretary

**1.0 CALL TO ORDER:**

Mayor Dagley called the meeting to order at 9:00 a.m.

**2.0 CHANGES / APPROVAL OF AGENDA**

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Fralic that the Agenda be approved as presented.**

**MOTION CARRIED unanimously.**

**3.0 PRESENTATION(S):**

There were no presentations to come before this meeting.

**4.0 TABLING OF PETITIONS:**

There were no petitions to come before this meeting.

**5.0 PUBLIC QUESTION / COMMENT SESSION:**

Leon Robertson, 45 College Street, Liverpool – Mr. Robertson enquired if an explanation would be given under Item 15.2 Strategic Priorities Update. He commented that he had previously enquired if there would be public consultation prior to budget presentation. Mayor Dagley stated staff has worked hard to come forward with a recommendation of a zero tax rate increase. We listen to the public and their concerns throughout the year, and it is difficult to provide new initiatives without additional money. At this point in time it was felt that we are doing the best we can with the dollars we can raise based on our tax rate, without an impact to citizens.

Bill Cox, 121 Bog Road, White Point – Mr. Cox commented that he was pleased to see the allocation of funds to the Queens Senior Safety Coordinator.

**6.0 APPROVAL OF MINUTES:**

**6.1 Council Minutes – March 28, 2017**

**It was moved by Councillor Fiske and seconded by Councillor Kelly:**

**THAT the minutes of the Regular Council meeting held March 28, 2017 be approved as circulated.**

**MOTION CARRIED unanimously.**

6.2 Public Hearing Minutes – March 28, 2017

**It was moved by Councillor Kelly and seconded by Councillor Fralic:**

**THAT the minutes of the Public Hearing held March 28, 2017 be approved as circulated.**

**MOTION CARRIED unanimously.**

**7.0 DANGEROUS OR UNSIGHTLY PREMISES:**

There were no items to come before this meeting.

**8.0 ECONOMIC DEVELOPMENT:**

There were no items to come before this meeting.

**9.0 CAOs OFFICE:**

There were no items to come before this meeting.

**10.0 ENGINEERING AND WORKS:**

There were no items to come before this meeting.

**11.0 FINANCE:**

11.1 Budget Presentation

Jennifer Keating-Hubley, Director of Finance, presented the Budget to Council (copy attached to original set of Minutes). Some highlights included:

- Municipal Revenues - This information is from the Queens Profile section of the FCIs, information from the year ending March 2016. Queens relies less heavily on tax revenue than average; however, the RQM has a landfill facility. The revenues for landfill tipping fees and sewer systems offset fully the costs associated with provision of those services, with any net gain reserved for future investment.
- FCIs – The Region did not meet the provincially defined threshold on 3 FCIs; uncollected taxes, 3 year change in tax base and commercial property assessment.
- 2017/2018 Budget Transfer Payments and Department Expenditure – These are uncontrollable expenses, defined by Provincial calculations, contracts and rates and represent a third of the total budget. These include payments to the education levy, PVSC, RCMP and Corrections, and Housing Authority.
- General Government Services – Include general administration services, taxation costs, legal services, maintenance of RQM building, grants to organizations, communications, council, Less assessment services of approximately \$312,000 which is a Transfer Payment.
- Protective Services – Include By-Law, Building inspection, Fire protection, hydrant costs, EMO, court house building, Less RCMP and Corrections at approximately \$2.26M which is a Transfer Payment.

- Transportation Services – Includes the public works department, general operations, snow clearing, sidewalk maintenance (road and streets) and streetlights, Less road levy costs of approximately \$245,000.
- Environmental Health Services – Includes solid waste management and collection, MRF (materials recycling), and sewage treatment costs of approximately \$3 million.
- Public Health & Welfare Services - Includes maintenance of former Mount Pleasant School (which houses the food bank, day care and adult learning centre), Less Regional Housing Authority \$90,000, which is considered a Transfer Payment.
- Environmental Development Services – Includes Planning and Economic Development (Fort Point and VIC operations).
- Recreation Facilities and Cultural Services – Includes Queens Place Emera Centre and recreation department's programming, maintenance of Pine Grove and various other parks and playgrounds, outdoor pools in North Queens and Milton, and also includes the library, burial grounds, old Town Hall, summer staff, aquatic training.
- Transfers, Conditional and Own Reserves – Includes approximately \$1.5 Million for our reserve funds for equipment, capital and special operating costs. The School Board Levy of approximately \$2.8 Million which is a Transfer Payment, PVSC for assessment services of \$312,000, RCMP of over \$2 Million, roads & streets levy of \$245,000, and Housing Authority of \$90,000.
- The Rural Residential Rates is at 1.02.
- Town Residential Rates is at 1.90.
- Rural Commercial Rates is a 2.12.
- Town Commercial Rates is a 3.00 which shows the RQM as the third lowest town commercial rate; a 15 cent increase would not change this position.

11.1 (1) Brooklyn Recreation Committee

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Fiske:**

**THAT the Council of the Region of Queens Municipality approve a four and one-half cent (\$.045) area rate for the Brooklyn Recreation Committee.**

**MOTION CARRIED unanimously.**

11.1 (2) Brooklyn Cemetery Committee

**It was moved by Deputy Mayor and seconded by Councillor Muise:**

**THAT the Council of the Region of Queens Municipality approve a one and one-half cent (\$.015) area rate for the Brooklyn Cemetery Committee.**

**MOTION CARRIED unanimously.**

11.1 (3) Area Rates

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Muise:**

**THAT the Council of the Region of Queens Municipality approves that area rates be charged to residential, commercial, and resource assessments;**

**AND THAT the rates are applied as follows:**

**Assessment Districts 1-12**

**Except Assessment Account Numbers 10148820 and 10462223: Road Levy 75%**

**Assessment District 13**

**And Assessment Account Numbers 10148820 and 10462223:**

Debt Charges District 13	- 100%
Roads, Streets & Sidewalks	- 75%
Equipment Costs	- 75%
Hydrant Charges-Central Water System	- 100%
General Paving	
Out of Operations	- 100%
Ball Field Operation	- 100%

**Assessment Districts 1, 3, 5, 6: Hydrant Charges – Properties connected to the Liverpool Central Water System or that have the ability to connect to the system.**

**MOTION CARRIED unanimously.**

**11.1 (4) Operating Budget and Tax Rates**

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Fiske:**

**THAT the Council of the Region of Queens Municipality approve the 2017 – 2018 Operating Budget reflecting an operating surplus of \$2,927 and expenditures in the amount of \$19,244,339 which represents the tax rates for Assessment District 13 and assessment accounts 10148820 and 10462223 as follows:**

- **Residential Base rate of \$0.99 per \$100.00 of assessment; plus an Area Rate of \$0.91 per \$100.00 of assessment or \$0.77 per \$100.00 of assessment not connectable to the Liverpool Water Utility;**
- **Resource Base rate of \$0.99 per \$100.00 of assessment; and an Area Rate of \$0.91 per \$100.00 of assessment or \$0.77 per \$100.00 of assessment not connectable to the Liverpool Water Utility;**
- **Commercial Base rate of \$2.09 per \$100.00 of assessment; and an Area Rate of \$0.91 per \$100.00 of assessment or \$0.77 per \$100.00 of assessment not connectable to the Liverpool Water Utility;**

**AND THAT the following represents the tax rates for Assessment Districts 1-12 with the exception of assessment accounts 10148820 and 10462223 as follows:**

- **Residential Base rate of \$0.99 per \$100.00 of assessment and an Area Rate of \$0.03 per \$100.00 of assessment;**
- **Resource Base rate of \$0.99 per \$100.00 of assessment and an Area Rate of \$0.03 per \$100.00 of assessment;**
- **Commercial Base rate of \$2.09 per \$100.00 of assessment and an Area Rate of \$0.03 per \$100.00 of assessment;**
- **Commercial Seasonal Base Rate of \$1.57 per \$100.00 of assessment and an Area Rate of \$0.02 per \$100.00 of assessment.**

**AND THAT an area rate of \$0.140 per \$100.00 of residential, commercial, and resource assessment in Assessment Districts 1, 3, 5 and 6 that have the ability to connect to the Liverpool Water Utility.**

**MOTION CARRIED unanimously.**

**11.1 (5) Water Utility Operating Budget**

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Fancy:**

**THAT the Council of the Region of Queens Municipality approve the 2017 – 2018 Water Utility Operating Budget reflecting revenue of \$715,255 and expenditures of \$712,656 and a surplus of \$2,599;**

**AND THAT Council approves the submission of the three year Water Utility Operating Budget for the fiscal years 2017 – 2018, 2018 – 2019 and 2019 - 2020 to the Nova Scotia Utility and Review Board.**

**MOTION CARRIED unanimously.**

11.1 (6) Capital Budget

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Muise:**

**THAT the Council of the Region of Queens Municipality approve the Capital Budget for 2017 – 2018 reflecting expenditures of \$2,562,900 to be funded as follows:**

➤ Province of NS – CWWF	\$ 528,725
➤ Federal Government – CWWF	1,057,450
➤ Fund Raising– Skate Park Assoc.	20,000
<u>Transfer from Reserves</u>	
➤ Special Operating Reserve	528,725
➤ Special Capital Reserve	100,000
➤ Equipment Reserve	<u>328,000</u>
	<u>\$ 2,562,900</u>

**MOTION CARRIED unanimously.**

11.1 (7) Due Date on Taxes

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Fralic:**

**THAT the Council of the Region of Queens Municipality approves the due date for taxes for the Region's Assessment Districts 1 – 13 for the 2017 - 2018 taxation year of June 1, 2017;**

**AND THAT one month's interest is to be forgiven if the taxes are paid on or before June 30, 2017.**

**MOTION CARRIED unanimously.**

**COUNCILLOR FRALIC AND DEPUTY MAYOR MACLEOD DECLARED A CONFLICT OF INTEREST AND LEFT COUNCIL CHAMBERS AT 9:40 A.M.**

11.2 Grants to Organizations

**It was moved by Councillor Muise and seconded by Councillor Kelly:**

**THAT the Council of the Region of Queens Municipality approve the following awards under Grants to Organizations:**

• Friends of Hank Snow Society	\$ 8,000
• Liverpool Ukulele Ceilidh Society	\$ 3,000
• Medway Area Communities Association	\$ 1,000
• Mersey Band Society	\$ 750
• Milton Heritage Society	\$ 750
• North Queens Board of Trade	\$ 1,500
• North Queens Heritage Society	\$ 750

• Privateer Days	\$10,000
• Queens County Learning Network	\$ 1,000
• Winds of Change Dramatic Society	\$ 750
• Farmers Market – North Queens	\$ 1,000
• Queens County Fair Association	\$ 8,000
• Queens County Museum	\$ 5,000
• Queens County Senior Safety Association	\$ 4,750

**MOTION CARRIED with 5 in favour and 1 against.**

COUNCILLOR FRALIC AND DEPUTY MAYOR MACLEOD RETURNED TO COUNCIL CHAMBERS AT 9:50 A.M.

## **12.0 RECREATION AND COMMUNITY FACILITIES:**

Councillor Kelly, as the Adam B representative on the Board of the Queens County Association Minor Hockey Association, wanted to recognize that last Friday the Adam B Cougar Team won the Queens County Minor Provincial Hockey Adam B Championship, stating that the South Conference winning Queens County Cougar Adam B Team participated in the RBC Provincial Day of Champions on Friday, April 7 at the LCLC in Bridgewater taking on the North Conference winners Cape Breton West Port Hood Mabou Islanders for the Provincial title. The Cougars took the game with a 6 to 3 victory over the Islanders to become the Provincial Adam B champions, and congratulated all the athletes and coaches on a successful season. The Southern Conference Provincial Adam B Banner and Trophy are on display at QPEC.

## **13.0 PLANNING:**

### **13.1 Vending Bylaw – 2017**

**It was moved by Councillor Johnson and seconded by Councillor Fiske:**

**THAT the Council of the Region of Queens Municipality give first reading to Bylaw No. 16 – a Bylaw Respecting Vending;**

**AND THAT Council approve the installation of an electrical panel on the former Legion property; identified as PID #70026711; in an effort to improve service infrastructure on the Liverpool Waterfront.**

Mike MacLeod, Planner, provided background on the Vending Bylaw, stating that as a follow-up to the Committee of the Whole meeting in March, staff was requested to again revisit the draft Vending Bylaw presented. A number of suggested changes included:

- Under Definitions, provide definition of Group Vending; is now 2 e),
- Under General Regulations, define vending times; 5 a) and 5 b),
- Include under 5 l) where signage can be placed if vending from the Open Vending Area,
- Include Application as part of the Vending Bylaw, and
- Include any federal and/or provincial permits or licenses as part of Application.

**It was moved by Deputy Mayor MacLeod and seconded by Councillor Muise:**

**THAT on Page 3, 5. b) the time 12:00 pm be changed to read 12:00 am.**

**AMENDED MOTION CARRIED unanimously and reads as follows:**

**5. b) occupy a vending location before 6:00 am or after 12:00 am.**

**MOTION CARRIED with 5 in favour and 3 against.**

#### 14.0 REPORTS

There were no reports to come before this meeting.

#### 15.0 OTHER:

15.1 Municipal Agreements, Municipality of the District of Shelburne

**It was moved by Councillor Fancy and seconded by Councillor Fralic:**

**THAT the Council of the Region of Queens Municipality approve:**

- 1. The reciprocal Building Official Shared Services Agreement; and**
- 2. Emergency Services Municipal Mutual Aid Agreement with the Municipality of the District of Shelburne.**

Richard MacLellan, CAO, stated the Region received a request from the Municipality of the District of Shelburne for these two shared services following the approval of the request from the Region for a shared services agreement for Building Officials. This will enable the ability to provide capacity and resiliency for service delivery for the two municipalities. The EMO is a standard agreement; that the municipalities will work with neighbours if there is a state of emergency, which would be provided without the agreement if needed.

**MOTION CARRIED unanimously.**

15.2 Strategic Priorities Update

Mr. MacLellan stated that in January, Council approved 3 strategic priorities:

- Growing the economy and population,
- Delivering desirable municipal services, and
- Governing to best municipal practices.

An overview of achievements was presented, under each priority, as outlined in Discussion section of report (copy attached to original set of Minutes). Discussions on strategic priorities with Staff and Council will be held.

#### 16.0 IN-CAMERA ITEMS

**It was moved by Councillor Muise and seconded by Deputy Mayor MacLeod that the proceedings go In-Camera at 10:30 a.m. to discuss the following:**

- 16.1 Contract Negotiations MGA 22(2)e**
- 16.2 Property Matter MGA 22(2)a**
- 16.3 Property Taxes, set minimums MGA 22(2)b**

**MOTION CARRIED unanimously.**

COUNCIL RECESSED FOR 10 MINUTES.

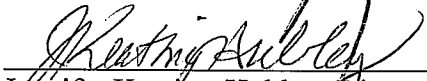
**It was moved by Councillor Fancy and seconded by Councillor Fiske that the proceedings exit the In-Camera session at 12:30 p.m.**

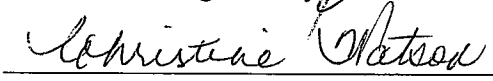
**MOTION CARRIED unanimously.**

**17.0 ADJOURNMENT**

There being no further business, the meeting adjourned at 12:30 p.m.

  
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Mayor David Dagley, Chair

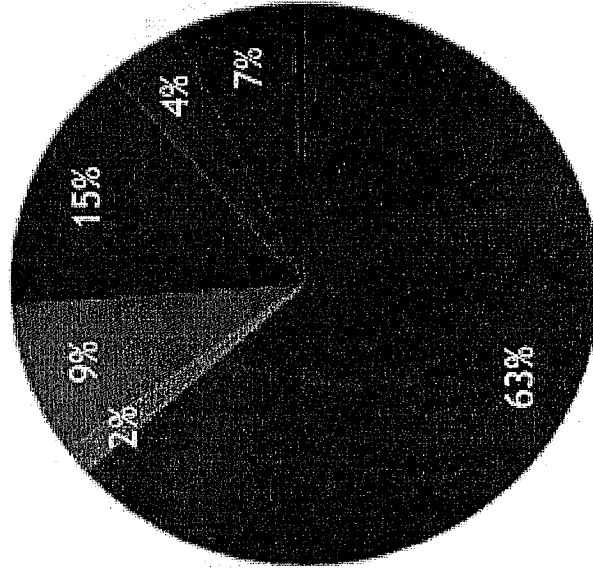
  
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Jennifer Keating-Hubley, Director of Finance

  
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Christine Watson, Recording / Management Secretary

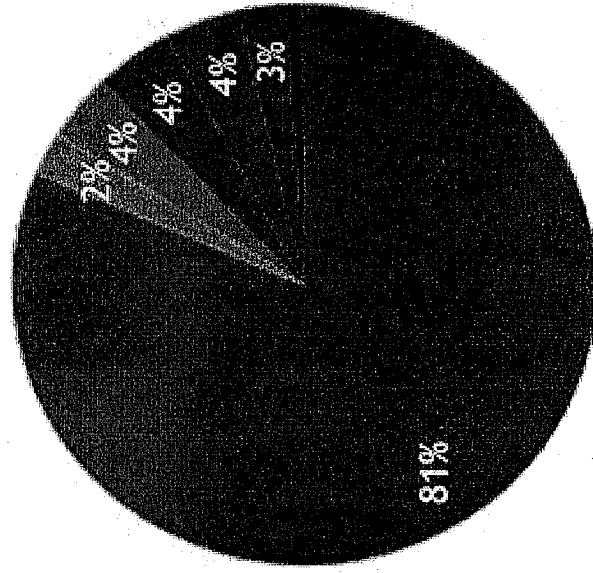
Date Approved: April 25, 2017

# Municipal Revenues

Region of Queens



Rural Municipality Average



- Taxes
- Grants in Lieu
- Services Provided to other Governments
- Sale of Services
- Other Revenue from own sources
- Unconditional Transfers
- Conditional Transfers
- Other Transfers

You can view the Financial Condition Index for all municipalities by selecting one fiscal year or selecting a multi-year trend.

[View Another FCI](#)

## Region of Queens - 2015/16

### FCI Color Legend

- The Municipal Indicator Score **meets** the Threshold and the Rural Municipality Average.
- The Municipal Indicator Score **meets** the Threshold but **does not meet** the Rural Municipality Average.
- The Municipal Indicator Score **does not meet** the Rural Municipality Threshold.

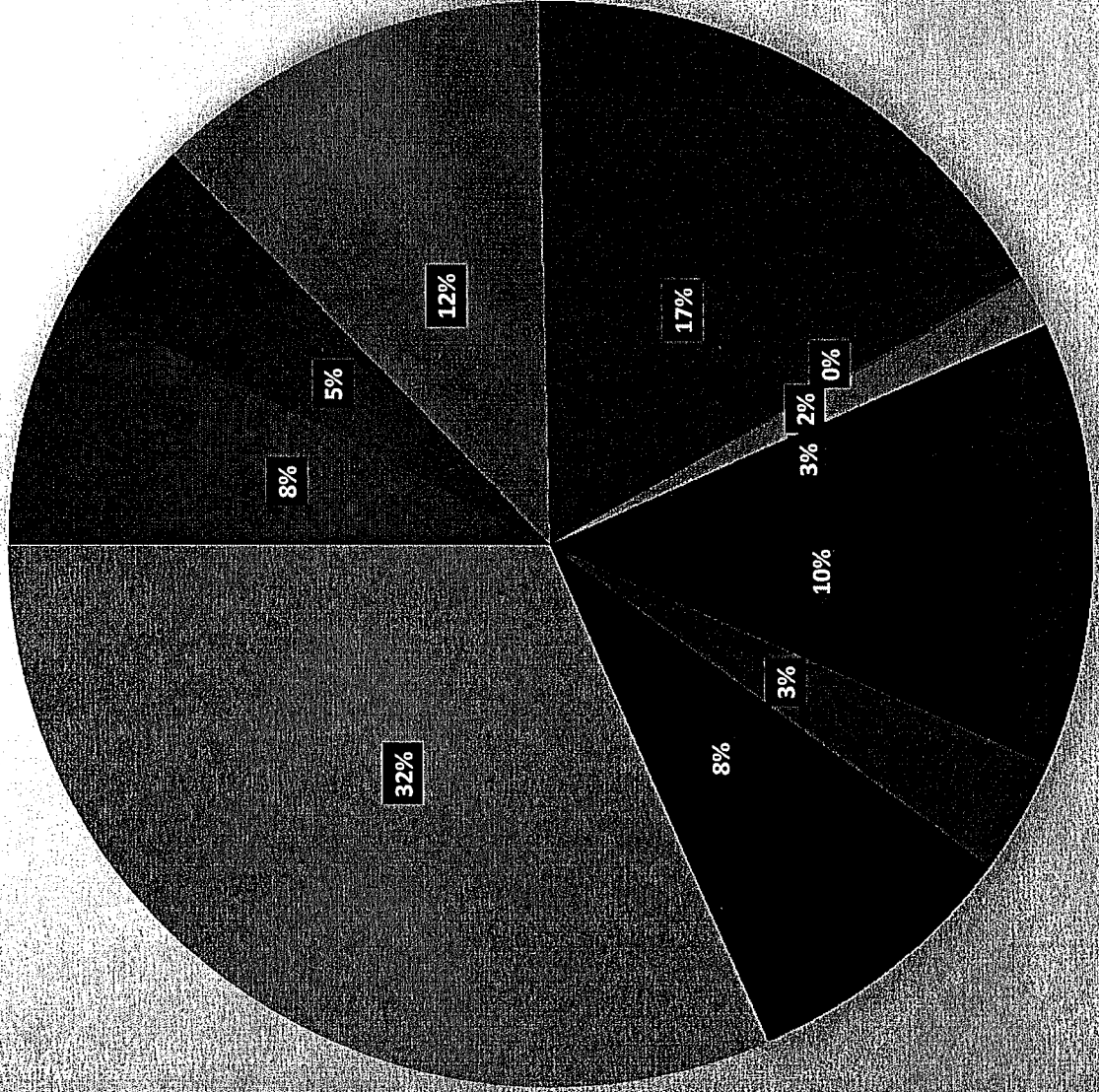
### Indicator Legend

- Information Legend
- Chart Legend

### Revenue Dimension

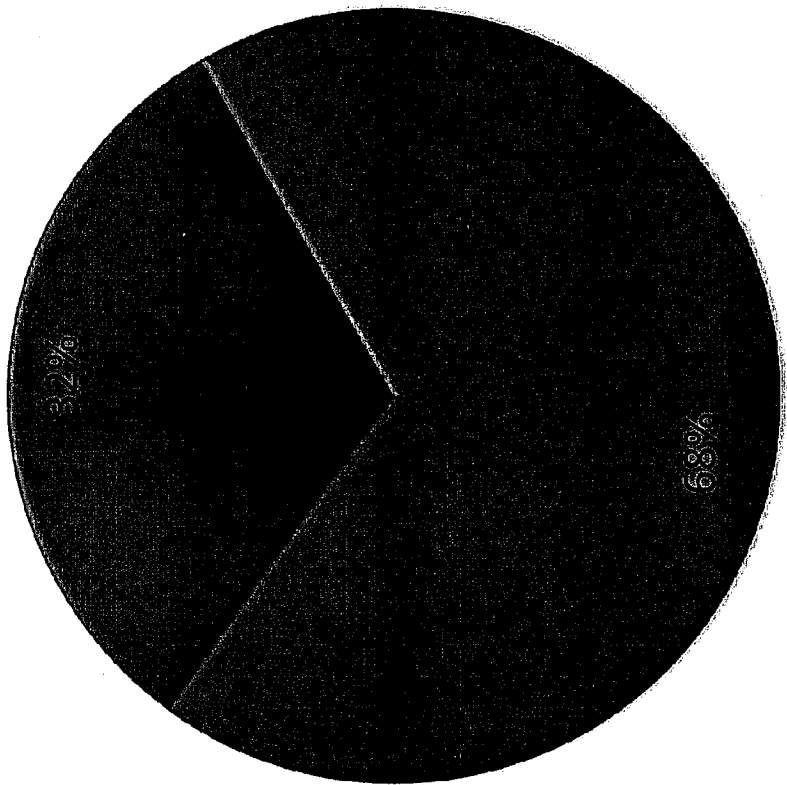
Indicator	Score	Rural Municipality Average	Rural Municipality Threshold*
Reliance on Government Transfers (%) <span style="float: right;">(i) </span>	8.4	4.5	Below 15.0
Uncollected Taxes (%) <span style="float: right;">(i) </span>	11.4	9.1	Below 10.0
3-Year Change in Tax Base (%) <span style="float: right;">(i) </span>	11.6	9.6	Above 3.9
Commercial Property Assessment (%) <span style="float: right;">(i) </span>	11.2	11.2	Above 10.0
Reliance on Single Business/Institution (%) <span style="float: right;">(i) </span>	4.1	3.4	Below 10.0

# 2017/2018 Budgeted Total Expenditure by Department



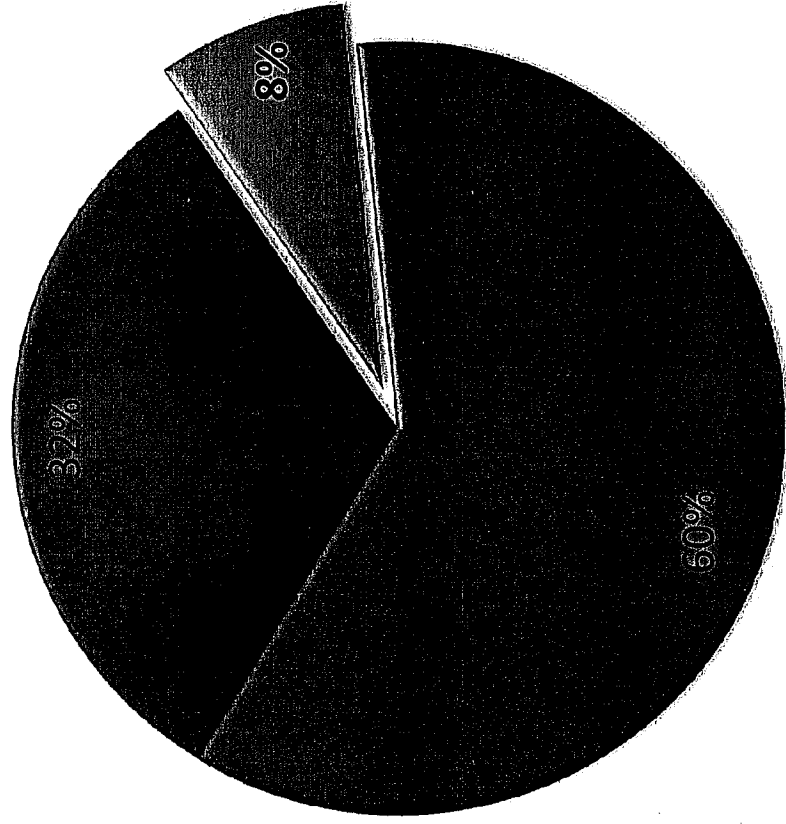
- General Government Services
- Protective Services
- Transportation Services
- Environmental Health Services
- Public Health & Welfare Services
- Environmental Development - Planning
- Environmental Development - Economic Development
- Recreation Facilities
- Cultural Services
- Transfers, Conditional and Own Reserves
- Transfer Payments

# 2017/2018 Budgeted Transfer Payments and Department Expenditure



- Departments
- Transfer Payments

# 2017/2018 Budgeted Transfer Payments and Department Expenditure

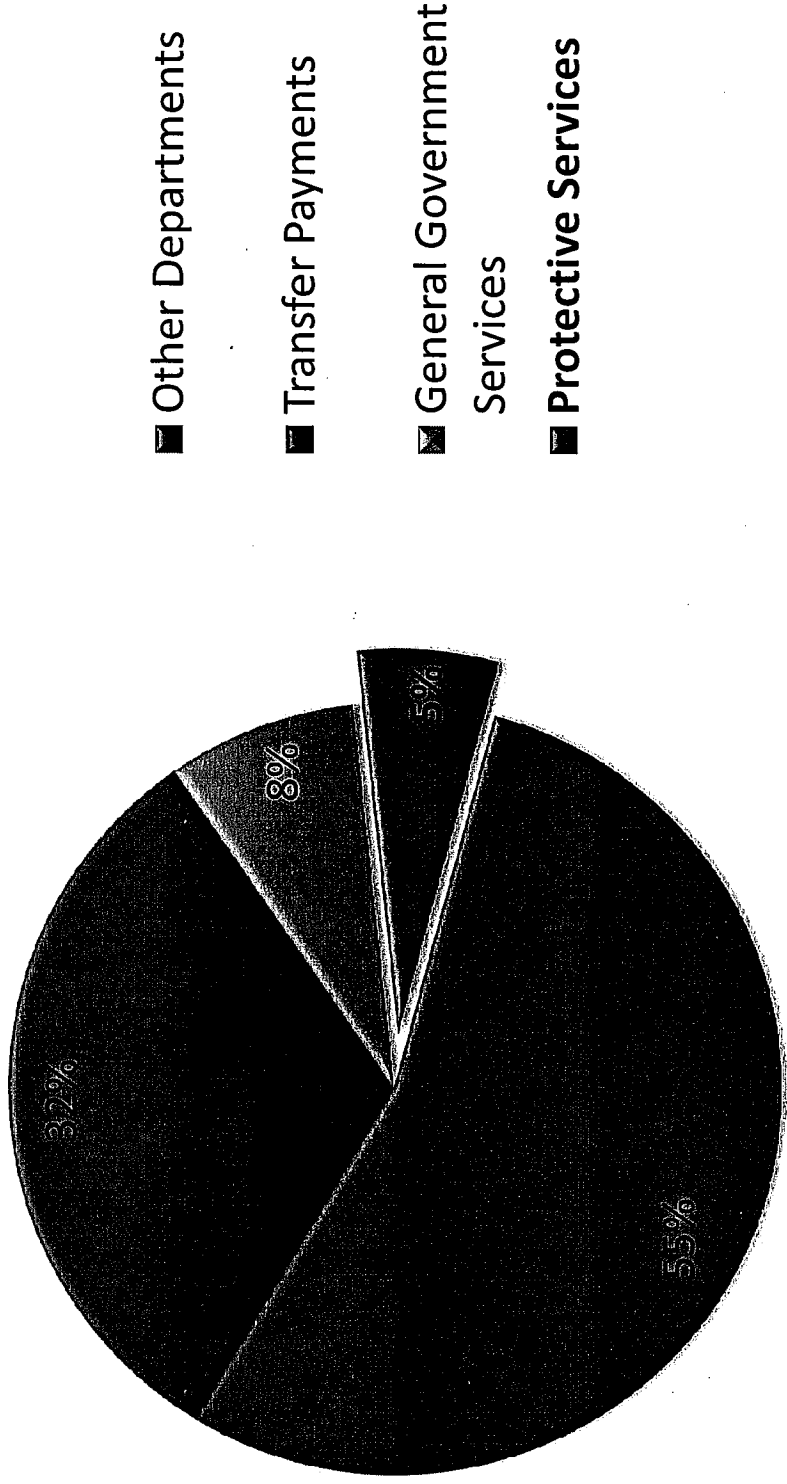


■ Other Government Services

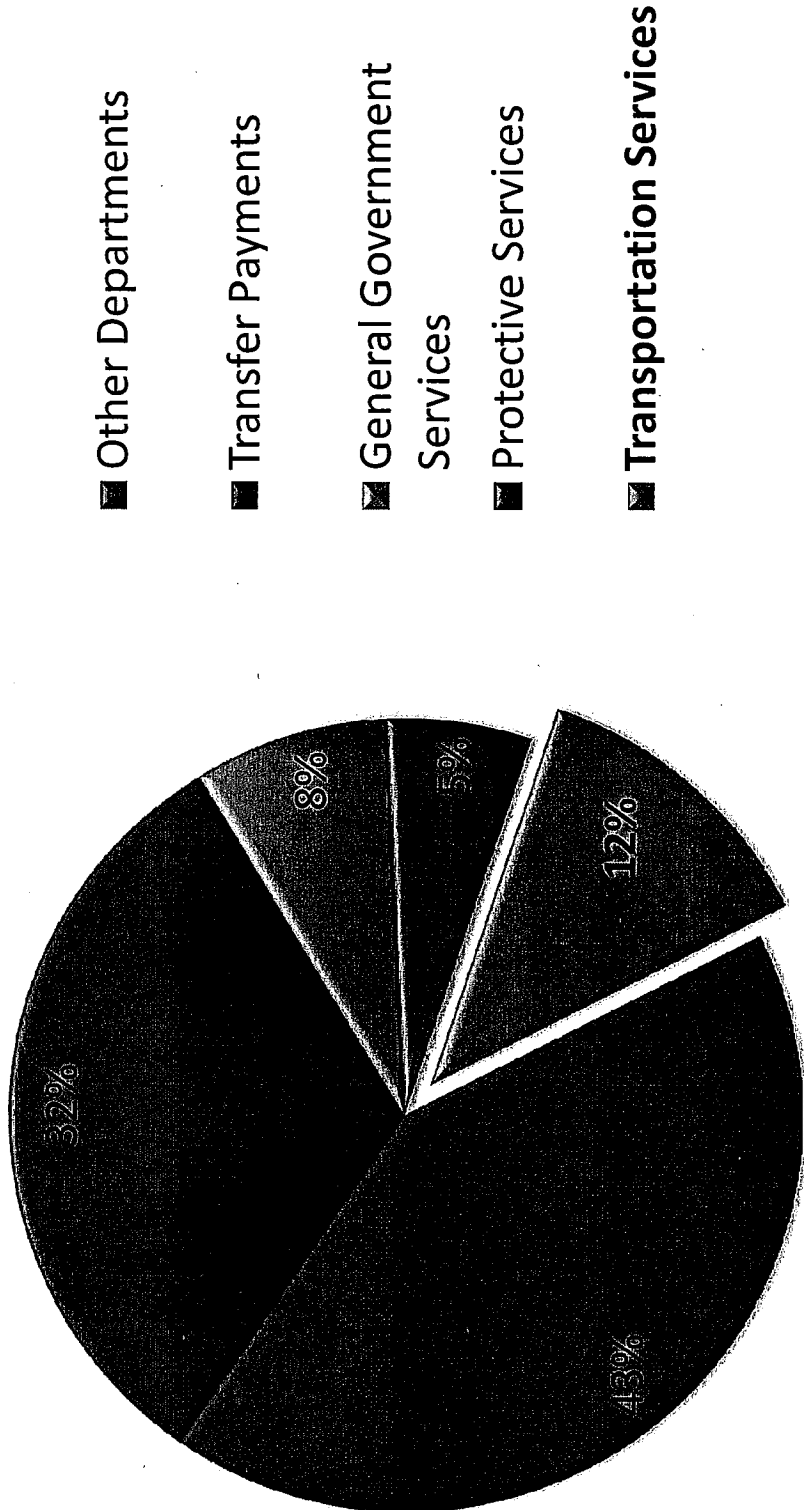
■ Transfer Payments

■ General Government Services

# 2017/2018 Budgeted Transfer Payments and Department Expenditure



# 2017/2018 Budgeted Transfer Payments and Department Expenditure



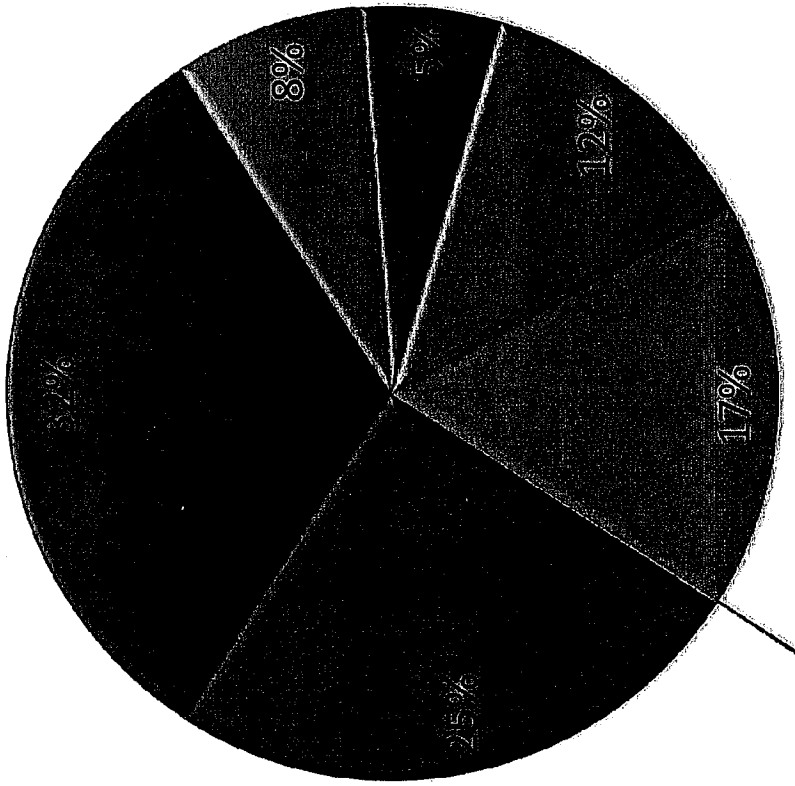
# 2017/2018 Budgeted Transfer Payments and Department Expenditure



- Other Departments
- Transfer Payments
- General Government Services
- Protective Services
- Transportation Services
- Environmental Health Services

# 2017/2018 Budgeted Transfer Payments and Department Expenditure

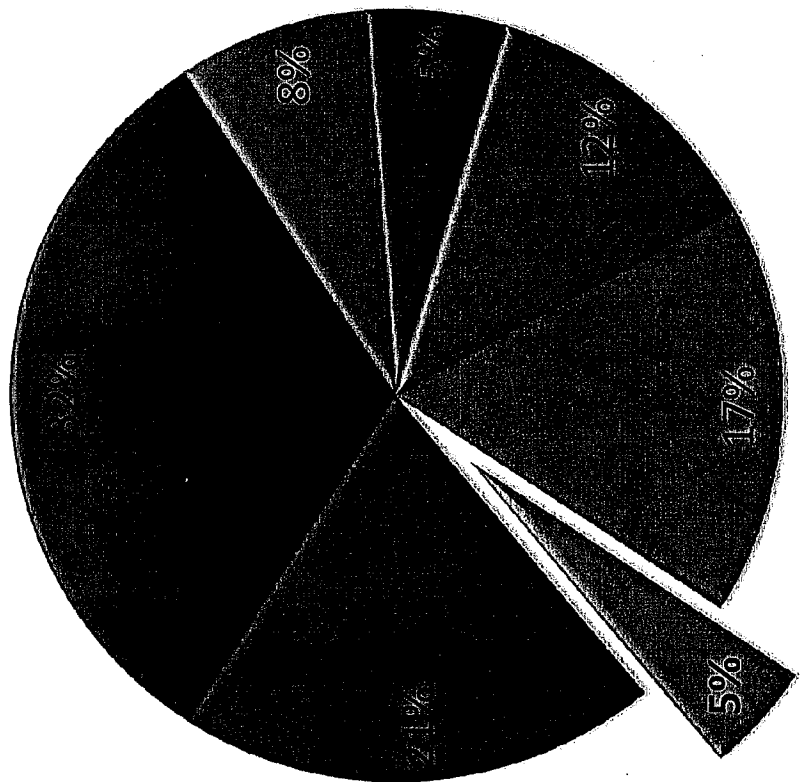
- Other Departments
- Transfer Payments
- General Government Services
- Protective Services
- Transportation Services
- Environmental Health Services
- Public Health & Welfare Services



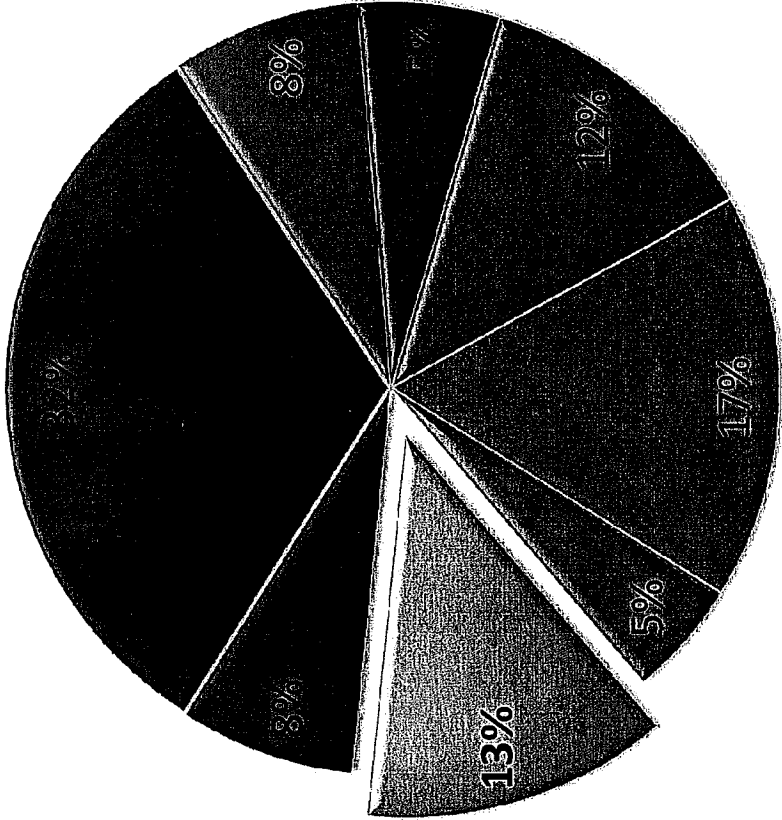
< 1%

# 2017/2018 Budgeted Transfer Payments and Department Expenditure

- Other Departments
- Transfer Payments
- General Government Services
- Protective Services
- Transportation Services
- Environmental Health Services
- Public Health & Welfare Services
- Environmental Development Services

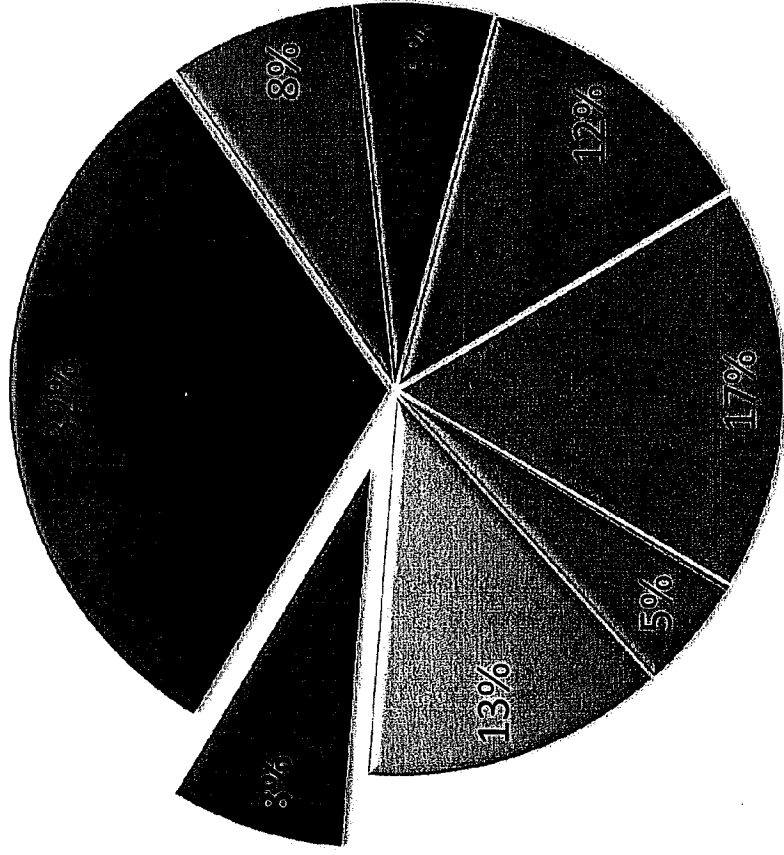


# 2017/2018 Budgeted Transfer Payments and Department Expenditure



- Other Departments
- Transfer Payments
- General Government Services
- Protective Services
- Transportation Services
- Environmental Health Services
- Public Health & Welfare Services
- Environmental Development Services
- Recreation Facilities and Cultural Services

# 2017/2018 Budgeted Transfer Payments and Department Expenditure



■ Transfer Payments

■ General Government Services

■ Protective Services

■ Transportation Services

■ Environmental Health Services

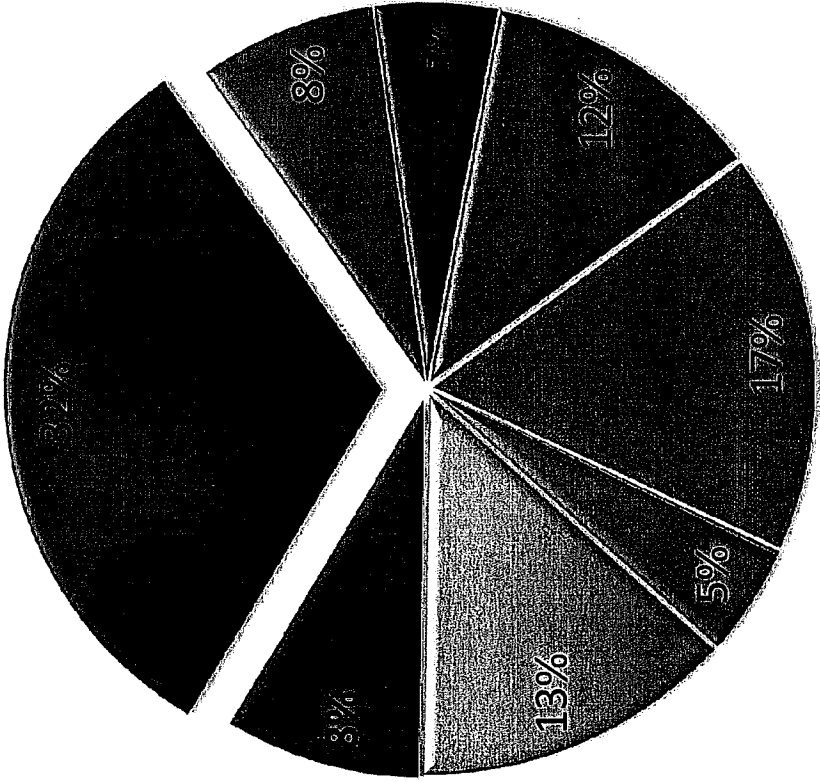
■ Public Health & Welfare Services

■ Environmental Development Services

■ Recreation Facilities and Cultural Services

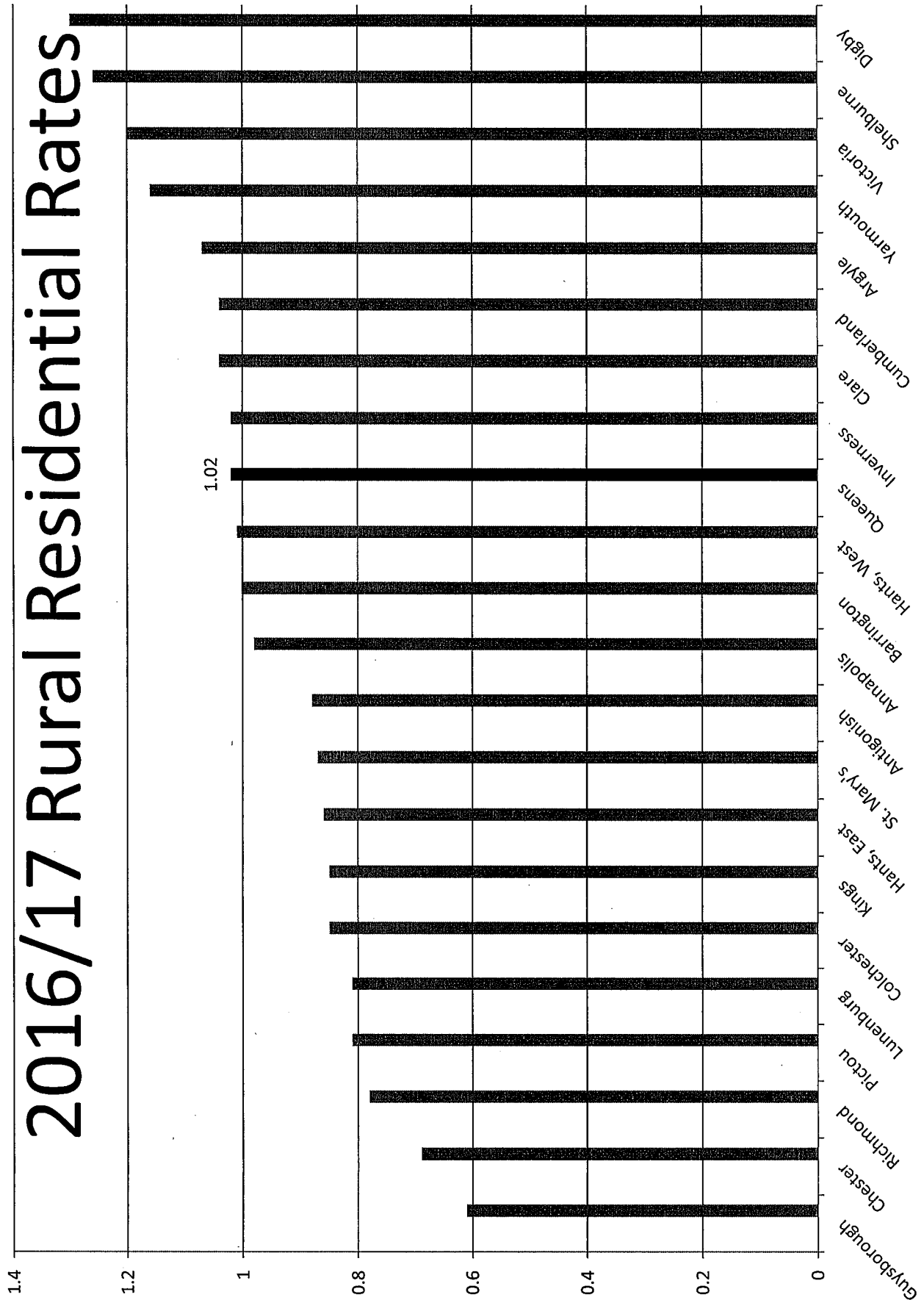
■ Transfers, Conditional and Own Reserves

# 2017/2018 Budgeted Transfer Payments and Department Expenditure

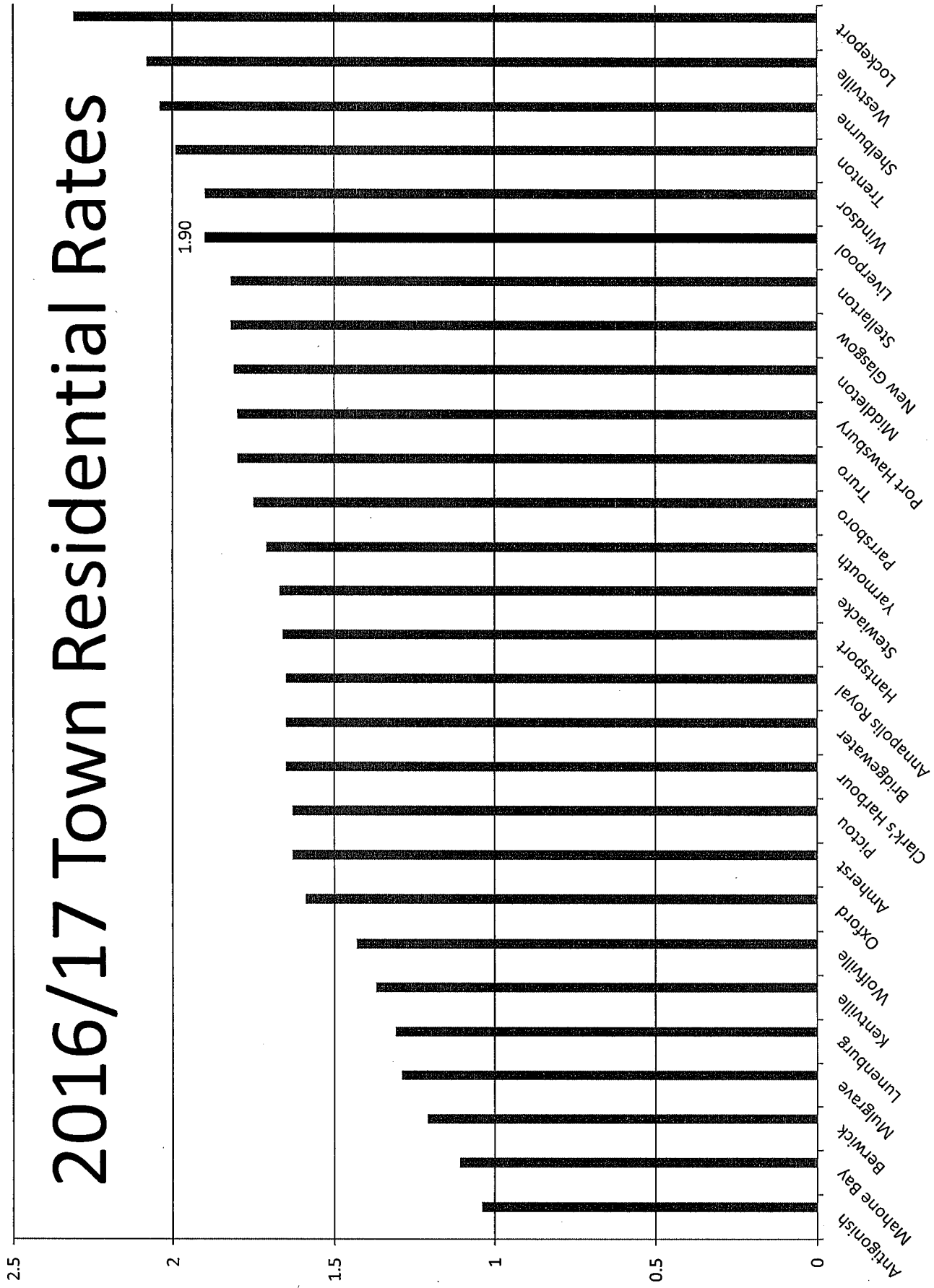


- Transfer Payments
- General Government Services
- Protective Services
- Transportation Services
- Environmental Health Services
- Public Health & Welfare Services
- Environmental Development Services
- Recreation Facilities and Cultural Services
- Transfers, Conditional and Own Reserves

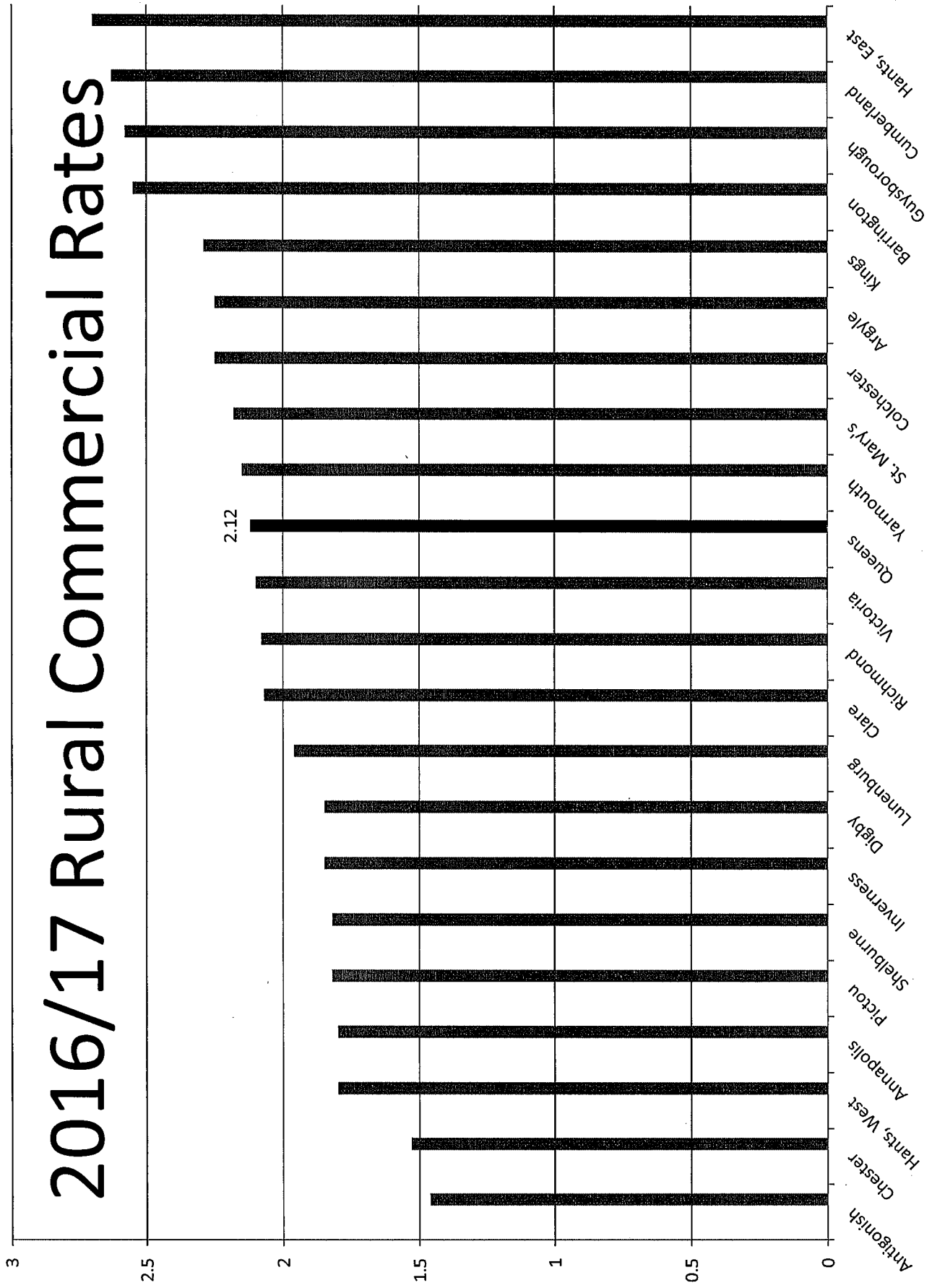
# 2016/17 Rural Residential Rates



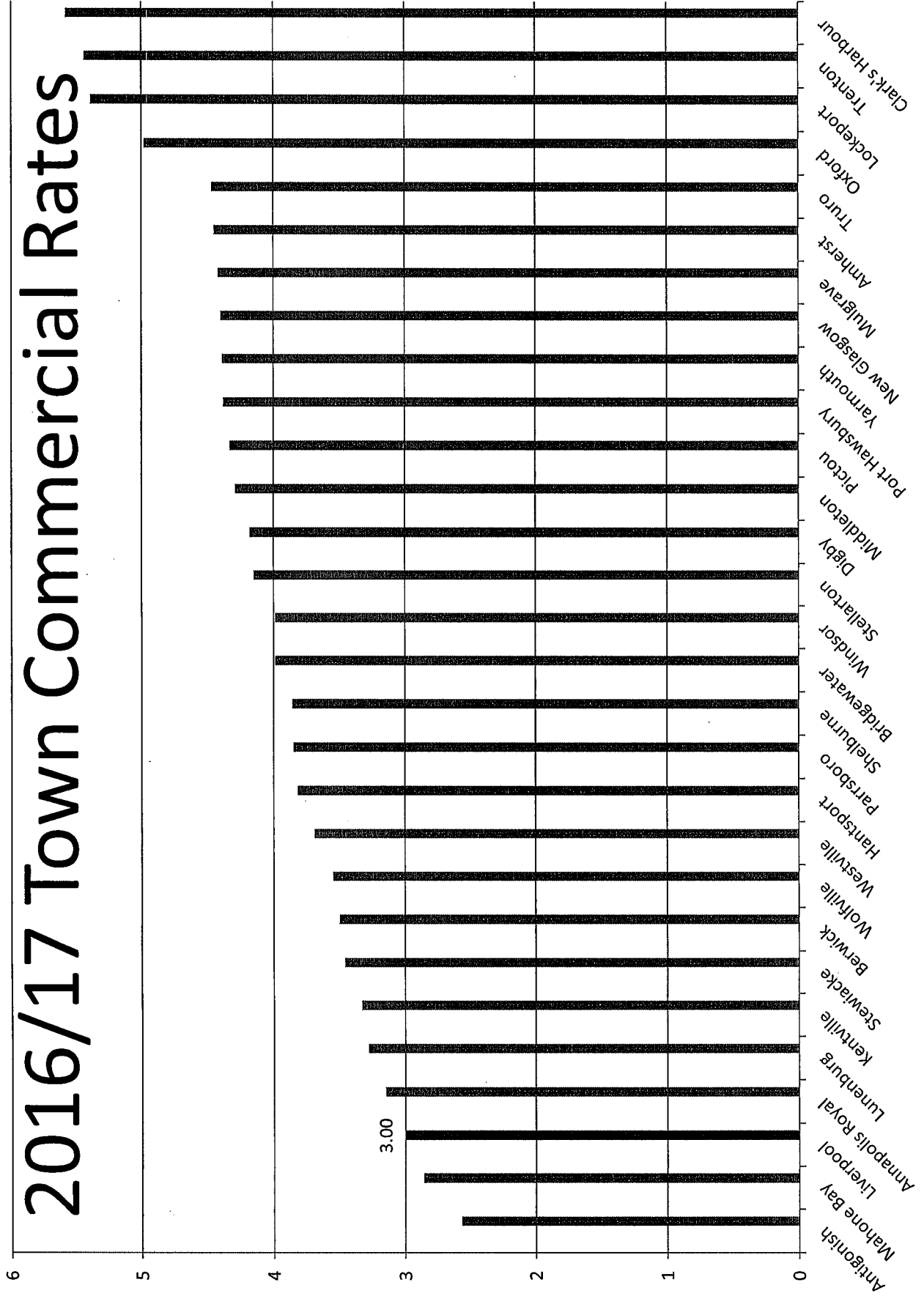
# 2016/17 Town Residential Rates



# 2016/17 Rural Commercial Rates



# 2016/17 Town Commercial Rates

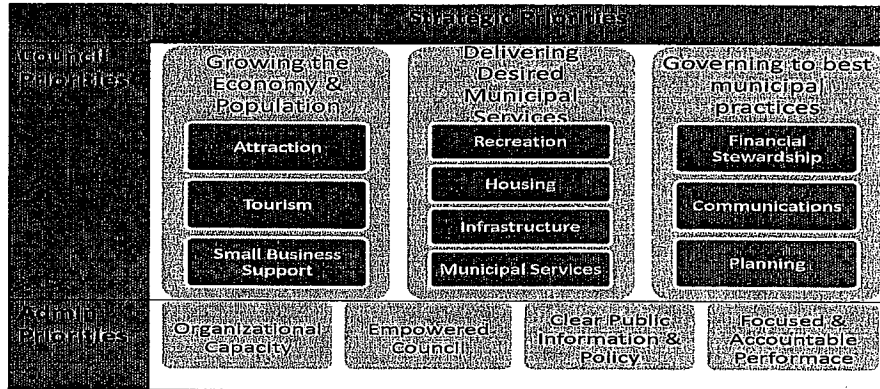


Transfer Payments	5,673,580
General Government Services	1,420,204
Protective Services	933,590
Transportation Services	2,137,751.00
Environmental Health Services	3,056,089.00
Public Health & Welfare Services	28,053
Environmental Development Services	805,307
Recreation Facilities and Cultural Services	2,402,918
Transfers, Conditional and Own Reserves	1,506,283



Region of Queens Municipality

Discussion Strategic Priorities



Quarterly Update: April 2017

<p><b>Growing our Population and Economy</b></p> <ul style="list-style-type: none"> <li>Engagement with COW, SQCC and NQBOT on revision to Attraction Strategy</li> <li>RFP for Fort Point Lighthouse awarded</li> <li>Agreement with Queens County Museum to operate Museum of Justice</li> <li>Secured two major Concerts for 2017</li> <li>Established linkage between Retiretoliverpool.com and regionofqueens.com</li> <li>Support of South Shore Tourism Team Marketing Strategy</li> </ul>
<p><b>Delivering Desirable Municipal Services</b></p> <ul style="list-style-type: none"> <li>Filled Director of Recreation &amp; Healthy Communities vacancy</li> <li>Re-organization to build event development capacity</li> <li>School and Main Street Projects started</li> <li>Support amalgamation of Charleston and Mill Village Fire Departments</li> <li>Completed Transit Feasibility Study</li> <li>Located alternative Fire Training Facility</li> <li>Progress of Municipal Physical Activity Leadership programs: <ul style="list-style-type: none"> <li>Pickle Ball in Port Mouton</li> <li>Yoga in Greenfield</li> <li>Trail funding</li> <li>Youth Leadership Development Program</li> <li>Partnership with Keji for Summer Programs</li> </ul> </li> </ul>
<p><b>Governing to Best Municipal Practices</b></p> <ul style="list-style-type: none"> <li>2017 Budget developed with zero tax rate increase</li> <li>Community Newsletter introduced</li> <li>Draft Food Truck Vending ByLaw introduced</li> </ul>
<p><b>Advocacy Priorities</b></p> <ul style="list-style-type: none"> <li>NSE and DNR presented draft Carters Beach Management Plan to Council</li> <li>Solicitation for Hillsview redevelopment created</li> <li>Successful community Rural Internet Funding applications</li> </ul>
<p><b>Administrative Priorities</b></p> <ul style="list-style-type: none"> <li>Committee of Whole established</li> <li>Reciprocal Building Official Agreement (Municipality of Shelburne)</li> <li>Municipal Policies and ByLaws available on website</li> <li>Website reconfigured</li> <li>Council Accountability Tracking</li> </ul>

**April 2017 Update**

<b>NOW:</b> <ol style="list-style-type: none"> <li>1. Communications Strategy Revision</li> <li>2. Completion of School and Main Street Infrastructure Projects</li> <li>3. Vending ByLaw</li> <li>4. Establish Newcomer Events</li> <li>5. Pool Concept Investigation</li> <li>6. Hillsview Renewal Solicitation</li> </ol>		
<b>NEXT:</b> <ol style="list-style-type: none"> <li>1. Scoping of MPS Review / Attraction Strategy</li> <li>2. Main St Redevelopment Incentive</li> <li>3. Caledonia Corner ReZoning Request</li> <li>4. NS Trip Phase 2 and 3 (Community Transit Concept development)</li> </ol>	<b>Advocacy Priorities:</b> <ol style="list-style-type: none"> <li>1. Rural Internet Funding</li> <li>2. Solution for Hillsview Acres</li> <li>3. Carters Beach management approach</li> </ol>	
<b>Administrative Priorities</b>		
<b>Organizational Capacity</b> <ul style="list-style-type: none"> <li>• Update Personnel Policies</li> <li>• Developing Terms of Reference for Committees</li> </ul>	<b>Empowered Council</b> <ul style="list-style-type: none"> <li>• Council Action Item Tracker</li> <li>• Committee of Whole / Standing Committee</li> </ul>	
<b>Clear Public Information &amp; Policy</b> <ul style="list-style-type: none"> <li>• Policy Review</li> <li>• Website review</li> <li>• Community Communications (Newsletter)</li> </ul>	<b>Focused &amp; Accountable Performance</b> <ul style="list-style-type: none"> <li>• Strategic Priorities Approval and Tracking</li> <li>• Councillor Tracker</li> </ul>	
<b>Council Priority: Govern to Best Municipal Practices</b>		
<b>Financial Stewardship:</b> <ul style="list-style-type: none"> <li>• Asset Management Capacity Building and Baseline data</li> <li>• Plan to decrease uncollected Taxes</li> </ul>	<b>Communications:</b> <ul style="list-style-type: none"> <li>• Revise Communications Strategy for new Council</li> <li>• Develop communications actions for residents</li> </ul>	<b>Planning:</b> <ul style="list-style-type: none"> <li>• Develop MPS Review Project Scope</li> </ul>
<b>Council Priority: Grow the population and economy</b>		
<b>Attraction:</b> <ul style="list-style-type: none"> <li>• Scope Attraction Strategy revision</li> <li>• Establish Newcomers activities</li> </ul>	<b>Tourism:</b> <ul style="list-style-type: none"> <li>• Deliver Major Concerts in 2017 and develop future events</li> <li>• Develop inhouse Queens Guide</li> <li>• Queens County Museum Sports History Display at QPEC</li> </ul>	<b>Small Business Support:</b> <ul style="list-style-type: none"> <li>• Examine opportunities for Queens PACE program</li> <li>• Introduce Main Street Redevelopment Tax Incentive ByLaws (Liverpool and Caledonia)</li> <li>• Marketing plan for Call Centre vacant space</li> </ul>
<b>Council Priority: Deliver Desirable Municipal Services</b>		
<b>Housing:</b> <ul style="list-style-type: none"> <li>• Solicitation for Hillsview solution</li> <li>• Land Use ByLaw Review (part of MPS Review)</li> </ul>	<b>Infrastructure:</b> <ul style="list-style-type: none"> <li>• School and Main Street Clean Water and Wastewater Fund Projects</li> <li>• Completion of Mersey Skatepark &amp; Bike Trail</li> </ul>	
<b>Recreation:</b> <ul style="list-style-type: none"> <li>• Strategic approach to Regional Service Delivery</li> <li>• Physical Activity Leadership progress</li> <li>• Investigate Pool Feasibility</li> </ul>	<b>Municipal Services:</b> <ul style="list-style-type: none"> <li>• Examine feasibility of municipal well drilling financing program</li> <li>• Carters Beach Management Plan</li> <li>• Community Transportation Feasibility</li> </ul>	